

# Columbia Heights Police Department Strategic Plan 2013



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Strategies and Action Plan

**Strategy 1:** Implement problem oriented policing strategies through collection and analysis of data on patterns of crime and disorder for the purpose of focusing crime reduction efforts.

**Objective:** Adopt a comprehensive plan of targeting crime, disorder, violent offenders, and crime locations/zones and people.

Action Steps	Person Responsible	Action Status	Target Date(s)
Crime Mapping and Statistics	Police IS Specialist	Continue to make information user-friendly and helpful in determining actual crime patterns and trends.  Additional program-specific statistical data; i.e. thefts, domestics	Weekly Reports
Targeting Hotspots/Disorder  CH Street Crimes Unit  Saturation Detail (All Hands Day)	Captain Austin Sergeants  Captain Austin POP Sergeant  POP Sergeant	Weekly and monthly review of hotspots and crimes by type through internal and external reports. Officers to monitor for observed problems to be remediated through the SARA model or other remediation as needed.  Monitor implementation of year-round POP/SCU  Host a minimum of one saturation event.	Weekly assignments and monitoring,        One Spring All Hands Day, more if needed
Juvenile Accountability (a) Truancy  (b) Curfew	School liaisons and Patrol  Patrol	Continuing emphasis incorporating patrol/school liaisons.  Continuous monitoring and enforcement emphasis, trend analysis.	School year  Ongoing
Target Repeat Offenders	Sworn staff (incorporate patrol)        School Liaison Officers	Plan Development that includes: <ul style="list-style-type: none"> <li>• Develop collaborative partnership with Co Probation</li> <li>• Regularly scheduled intelligence meetings <ul style="list-style-type: none"> <li>○ CISA &amp; CID</li> </ul> </li> <li>• Probation sweeps</li> <li>• Knock and Talks</li> <li>• Proactively address issues related to domestic assault and decrease recidivism (DART)</li> <li>• Incorporate patrol in monitoring of POR's</li> <li>• Re-Establish working relationship w/Juvenile probation.</li> </ul>	Ongoing        Quarterly
Target: Resource Development	Chief & Captain	Plan Development that includes: <ul style="list-style-type: none"> <li>• Identification of internal and external resources</li> <li>• Searching for resources and establishing partnerships that expand our capacity to accomplish our mission.</li> </ul>	Ongoing

**Strategy 2:** Involve community partners in policing efforts in order to provide successful communication of information, problem solving, and sharing of responsibility for action and decision-making. Effectively communicate (internally and externally) department’s mission, values, strategies, and results to facilitate understanding and partnership.

**Objective:** Forge collaborative community and regional responses to the City’s crime problems.

Action Steps	Person Responsible	Action Status	Target Date(s)
Partnering with apartment owners/managers	Ofc Nightingale Capt Austin	<ul style="list-style-type: none"> <li>• Continuation of quarterly landlord/tenant meetings</li> <li>• Continuation of crime mitigation philosophies where indicated</li> <li>• Researching and potential implementation of incentives to encourage adoption and implementation of best practices</li> </ul>	Quarterly Meetings  Continuous Mitigation
Neighborhood Watch/Community Outreach	Ofc Nightingale Sgt Rogers Capt Austin	Plan development to include: <ul style="list-style-type: none"> <li>• Increase participation and communication/10 additional areas</li> <li>• Block Watch Training/4 events</li> <li>• Define and implement formalized reporting process (social media)</li> <li>• Increase outreach opportunities to our multi-cultural communities</li> <li>• Awards or annual recognition</li> </ul>	By end of year
Police/Youth Initiative	Invest Sgt School Liaisons Assigned staff	Plan development that includes: <ul style="list-style-type: none"> <li>• Continued progress in connecting with community’s youth</li> <li>• Collaboration of community partners focused on youth</li> <li>• Youth outreach with goal of 6000 contacts for Cops N Kids               <ul style="list-style-type: none"> <li>○ Teen Academy</li> <li>○ BBBS</li> <li>○ Explore deeper partnerships w/Recreation &amp; ISD 13</li> </ul> </li> <li>• Collaboration with ISD 13 on Bullying program</li> </ul>	Ongoing
Collaboration with Businesses, Schools, city departments, and other entities on common issues and resource sharing to maximize results	Ofc Nightingale Captain Sergeants Chief	<ul style="list-style-type: none"> <li>• Continue redevelopment opportunities in Sheffield, Circle Terrace and other identified opportunities</li> <li>• Expand on proactive partnerships to maximize results/expand funding</li> <li>• Increase Business Watch/25 businesses/2 training sessions               <ul style="list-style-type: none"> <li>○ Increase information sharing; i.e. suspect photos</li> </ul> </li> </ul>	Ongoing
Optimize branding efforts and external messaging to effectively communicate with community partners	Branding Committee	<ul style="list-style-type: none"> <li>• Utilize options such as website, Facebook, and other media to increase visibility and access</li> <li>• Continue and/or increase public service/public interest media articles</li> <li>• Examine opportunities in cable access</li> </ul>	Ongoing, minimum of quarterly meetings

**Strategy 3:** Assure police accountability to keep the department and its officers functioning properly and focused on the City and Department’s mission, values and goals.

**Objective:** Develop a comprehensive accountability matrix and conduct management studies to give department management a balanced view of organizational performance.

<b>Action Steps</b>	<b>Person Responsible</b>	<b>Action Status</b>	<b>Target Date(s)</b>
Quarterly report and review	Chief Nadeau Captain Sergeants Office Supervisor	Purpose of the quarterly report and review includes: <ul style="list-style-type: none"> <li>• To focus on performance by tracking calls for service, crime stats, clearance rates, arrests, truancy, curfew and weapons</li> <li>• Standardize data collection to track activity and results</li> <li>• Division activity and review</li> <li>• Policing teams performance review</li> <li>• Department strategy review</li> <li>• Department budget</li> <li>• Implementation of performance metrics tied to strategic plan activities</li> <li>• Implementation of review system tied to quarterly reviews</li> </ul>	At Supervisor meetings, 3 <sup>rd</sup> Tuesday of April, July, October 2013, and January 2014
Continue to explore and adopt practices that lower calls for service and free officers up for other responsibilities	Chief Nadeau Captain Austin Sergeants	<ul style="list-style-type: none"> <li>• Propose alarm response ordinance</li> <li>• Continue to work with City of Hilltop in adoption of progressive ordinances</li> <li>• Research and possibly implement online reporting</li> </ul>	Ongoing

**Strategy 4:** Ensure that Police Employees are sufficiently trained and properly equipped to perform their job tasks at a high level.

**Objective:** Develop a department-wide training plan that emphasizes personal development, high performing teams, and addresses both skill and knowledge-based training. Ensure police department has equipment and supplies suitable to carry out job related tasks.

<b>Action Steps</b>	<b>Person Responsible</b>	<b>Action Status</b>	<b>Target Date(s)</b>
Identify training needs of sworn staff with an emphasis on consistency, quality, and staff development	Captain Sergeants	<ul style="list-style-type: none"> <li>• Yearly training mandates planned prior to beginning of year and calendar posted</li> <li>• Mandatory training of sworn staff in areas defined as essential (see attached).</li> <li>• Individualized training as identified by employee and their supervisor.</li> <li>• A minimum of one knowledge-based learning opportunity to be utilized in 2013</li> <li>• Ethics of Excellence</li> </ul>	Training Plan due by 1/31/2013  A Training plan covering the next three years due 5/1/2013
Identify training needs of non-sworn staff with an emphasis on consistency, quality, and staff development	Office Supervisor Sgt Markham	<ul style="list-style-type: none"> <li>• Yearly training mandates planned prior to beginning of year and calendar posted</li> <li>• Mandatory training of non-sworn staff in areas defined as essential (see attached).</li> <li>• Individualized training as identified by employee and their supervisor.</li> <li>• A minimum of one knowledge-based learning opportunity to be utilized in 2013</li> </ul>	Training Plan due by 1/31/2013
Identify and acquire required equipment and supplies	Chief Nadeau Supervisors Police IS Specialist	<ul style="list-style-type: none"> <li>• Maintain centralized records of important department equipment</li> <li>• Maintain a retention/ replacement schedule for technology purchases where applicable</li> <li>• Professionally budget and find alternate revenue streams for required equipment and supplies</li> <li>• Explore and acquire funding for college reimbursement for employee professional development</li> </ul>	Ongoing  Budget related items to coincide with city process
Expand efforts in employee wellness	Wellness committee	<ul style="list-style-type: none"> <li>• Monthly Wellness activities</li> <li>• Quarterly Wellness events</li> <li>• Bi-monthly Newsletters</li> <li>• Explore additional ways to increase employee wellness</li> </ul>	Ongoing  Monthly meetings

# Columbia Heights Police Department

## Core Training Plan

**RED indicates a critical need school**  
**Instructors listed are recommendations**

### Patrol

#### Goals:

- Develop and Maintain Basic Skills
- Provide for Skill Enhancement
- Provide specialty training as identified by assignment, motivation and/or recommendation of peers or supervisors
- Maintain and improve officer safety skills and emotional well-being
- Identify and develop future department leaders

#### Schools:

##### One Year:

- Standard Field Sobriety Training
- Restraint/Seatbelt (OPUE)
- Radar
- Countering Corruption

##### 3+ Years:

- Interview School- Neil Nelson
- Street Survival- PDI
- Tactical Search and Seizure- Neil Nelson

##### 5-7+ Years:

- Emotional Survival For LE – Gilmartin
- Calibre Press Street Survival

# Sergeants

## Goals:

- Develop and maintain skills related to effective leadership and management
- Identify and develop future police administrators
- Develop skills for managing tactical and critical incidents
- Develop skills for interacting with the media and the public
- Develop skills related to maintenance professional standards within the departments

## Schools:

### 1 year

- Leadership Training (Northwestern)
- Media Relations
- Internal Affairs
- Incident/tactical management

### 3 years

- Staff and Command (Northwestern)
- Supervision and ethical decision-making

## Specialty Sergeant Level Schools

- Managing the Field Training Program
- FBI Academy
- CLEO Command Academy (MNCOPA)

# Investigations

## Goals:

- Enhance skills related to conducting in-depth criminal investigations
- Develop safety skills related to plain clothes work

## Schools:

- Reid Basic Interview School
- Reid Advanced Interview School
- Informant Development
- Plain Clothes Tactics (CHPD Developed)

# Community Service Officer

## Goal:

Ensure proper care of animals to ensure the safety of the public. Develop quality customer service skills.

## Schools:

- Animal Control
- Customer Service

# Non-Sworn Staff

## Schools

- CJIS
- Customer Service
- Management Techniques (Office Supervisor)
- Evidence Handling
- Microsoft Office Training (city provided)



# Mandated and Recurring Training

## Goals:

Provide for training as mandated by law, POST Requirements or department policy.

## Training:

- Emergency Driving School/Pursuit Intervention Technique
  - Every 3 years
- First Aid Essentials
  - Every 2 Years
- Firearms Training and Qualifications (yearly)
  - Spring Anoka County Shoot
  - Summer Anoka County Shoot
  - Milo or Shoot/Don't Shoot
  - Low light/Adverse Weather Anoka County Shoot
  - Long Gun Shoot (Department Trained)
  - Simmunitions (Topics Rotated yearly from below)
    - Active Shooter
    - Building Search
    - High-risk stops
- Use of Force
  - Spring (CHPD)
  - Fall (CHPD)
- Taser (yearly update)

## Annual mandated trainings that can be covered as In-Service or Roll call

- Stop Sticks
- Pursuit Policy Training
- Use of Force and Deadly Force Policy Training
- Hazardous Materials
- Blood borne Pathogens/Right to Know
- NCIC Video
- Data Practices

# Specialty Training

## Goal:

Provide specialty training as identified by assignment, motivation and/or recommendation of peers or supervisors

## Schools

- Intoxilyzer
- Drug Interdiction
- Gang Training
- Background Investigations
- DARE Officer training
- Community Oriented Police Training
- Firearms Armorer
- School Resource Officer
- Leadership Academy
  - Officer level for leadership development
- Crime Prevention Through Environmental Design
- Crime Prevention
- K9
- Foreign Language
- Managing Investigations

## Instructor and Trainer Schools

## Goal:

Identify and train quality educators in the department

## Schools:

Taser Instructor  
Use of Force Instructor  
Firearms Instructor  
Field Training Officer  
Active Shooter